

Strategic Plan Summary

Eastern Washington State Historical Society/ Northwest museum of Arts & Culture

The Board of Trustees approved the 5-7 year Strategic Plan outlined below in July of 2004 following extensive retreats, community meetings, focus groups and surveys spanning an 18-month period. The plan has been named a model plan for a small State Agency for the State of Washington. The plan includes timelines for completion of the Goals and Objectives as well as assigns accountability for performance and measures for success. The Board of Trustees has quarterly plan updates and the CEO meets regularly with staff to ensure that action is being taken. The plan is meant to be updated formally every two years as required by the State of Washington.

Goal #1 Emphasize Exhibitions And Programs

Objective A: Change exhibition philosophy-Drop the "all galleries will always change" format.

Objective B: Schedule at least one "Blockbuster" exhibition each year.

Objective C: Develop a comprehensive long-term exhibition using our American Indian Collection.

Objective D: Develop a long-term exhibition on "History of Spokane and the Region

Objective E: Create a decorative Arts Gallery.

Objective F: Establish a History Classroom with associated programs.

Objective G: Establish an American Indian Classroom with Associated programs.

Objective H: Establish a fee based adult lecture series for each discipline of the Museum

Objective I: Establish a workshop series for each discipline/program area of the Museum

Objective J: Place more emphasis on technology for access to programs

Objective K: Establish more partnerships to add heft to our programs

Goal #2 Use Our Collections

Objective A: Reduce the number of collections objects by reviewing each one for relevance

Objective B: Develop a Collecting Plan for each major collection within the Museum.

Objective C: Develop tours and program to get visitors behind the scenes in collections

Objective D: Place more emphasis on technology for collection access

Goal #3 Know And Grow Our Audience

Objective A: Fund a new visitor research initiative to establish baseline information

Objective B: Develop and implement the marketing plan to directly respond to the information gained in the research initiative

Goal #4 Bring More Dollars In The Door

Objective A: Develop more direct mail membership programs

Objective B: Expand the Corporate Support campaign.

Objective C: Ensure adequate and skilled staff for development.

Objective D: Ensure the highest membership retention rate possible.

Goal #5 Use Our Existing Facilities To The Fullest

Objective A: Establish a sculpture garden program to install 20 works on the grounds

Objective B: Review Museum store and admissions locations.

Objective C: Develop a written comprehensive maintenance schedule

Objective D: Develop a comprehensive 15-year master plan for the facilities

Goal #6 Invest More In Our Staff

Objective A: Restore voluntary staff salary reduction.

Objective B: Ensure adequate staff training and travel opportunities

Objective C: Develop a comprehensive staffing plan.

Goal #7 Develop Standard Measures To Judge Success

Objective A: Review current measures used by museums nationally and decide on 5-10 to measure our success

Objective B: Identify 3-5 Benchmark Museums.

Objective C: Each Department to establish 3-5 internal measures for success.

Goal #8 Use Technology to enhance access to information and to streamline operations

Objective A: Place more emphasis on technology for access to programs.

Accomplishments

The Plan is a relatively new document so success on plan completion is minor. Goal #1 and #2 have received the most work to date with progress reported on all goals. None of these goals has been completed. Goals 3,4 and 5 have had about 50% of the objectives started. Goals 6, 7 and 8 have also had some minor activity. At a recent meeting of the Board of trustees, the CEO and Board scored each goal. All received passing grades (of B or C) except Goal #5 that was rated as an incomplete due to the very small progress made on its objectives.

The EWSHS/MAC is at the beginning of the Plan implementation phase of the process.

Project Title

Cataloging the American Indian Collection of the EWSHS (MAC)

Summary

The Eastern Washington State Historical Society/Northwest Museum of Arts and Culture (EWSHS/MAC) plans to develop and install a comprehensive American Indian exhibit in 2009 that will feature the Society's largest and most recognized collection. In order to undertake this major exhibition, the Society must comprehensively inventory, catalog and digitize its core North American Indian collection (12,575 objects and 17,000 historical photographs) by July 2007 so the collection is available for use during the development of the American Indian exhibit. The comprehensive American Indian exhibit responds to visitor requests for American Indian information and teacher requests for a long-term exhibition that meets the needs of Washington State students (K-12 and higher ed) to obtain specific information about American Indian Cultures. The exhibition also responds to community interest in the collection and an exhibition from our holdings embodying all American Indian peoples. This exhibition is also a priority of the Museum's American Indian Cultural Council. Additionally, the project is a key component of the Society's strategic plan, based upon community/visitor surveys and input from cultural leaders of the American Indian peoples of our area.

1) Project Design

The goal of this project is to complete the documentation of 12,575 North American Indian objects and 17,000 North American Indian historical photographs and to make them more accessible by obtaining a digital image of each object and historic photograph and placing the resulting images and information in our collection management system for future uploading to the web. The resulting information and images will be used by Tribal Elders, Cultural Officers, scholars and Staff to help define the scope and the themes that will be used in a comprehensive American Indian exhibit that is the top priority of the EWSHS/MAC. To undertake this planned exhibition, the Society must know what we have in our collections in order to develop how these objects will be used and interpreted.

The Society's American Indian collection totals almost 37,000 North and South American Indian objects and 50,000+ American Indian historical photographs. It is especially strong in materials from west of the Mississippi river of North America. It contains the world's most important collection of Northern Plateau cultural objects and images. Dr. Bruce Bernstein, Director of Cultural and Curatorial Affairs of the National Museum of the American Indian, calls our collection a great "un-tapped" cultural resource. Between 1999 and 2001, the EWSHS/MAC processed its collection of Northern Plateau objects and photographs in preparation for the exhibition "People of the Rivers." That exhibition focused on the Northern Plateau Tribes. Exhibition research and cataloging was completed on 5,000+ objects and 1,000+ photographs. However, digital images of the objects were not compiled and we find ourselves currently in the process of having to handle each object again to create a digital image. The Society developed a public access website www.peopleoftherivers.org to begin the public dissemination of the new images and information on our Plateau collections. The next step is to fully process and digitize our North American Indian object collections (12,575 objects) and the 17,000 historical photographs that have not been scanned and processed.

The Museum's first Indian collections were acquired in 1916. Our first accession was a Northern Plateau cornhusk bag owned by Chief Three Mountain of the Spokane Bands. From 1916 till 1991, the Museum collected over 18,000 objects related to American Indian people of the region and approximately 35,000 American Indian historical photographic images (negatives and prints). These objects and photographic images are fairly well identified and cataloged. However, most have not been digitized. In 1991, the Museum took over the failing Museum of Native American Cultures (MONAC) housed on the campus of Gonzaga University in Spokane. MONAC's collection of 25,000 objects and 17,000 historical photographs was especially strong in non-plateau objects and represented materials from almost every major Indian cultural group in North America and many from Central and South America. These objects were moved to the EWSHS/MAC where they remained boxed for over 10 years as a new museum with a state-of-the-art storage facility was designed and constructed. The Museum completed its new facilities in the fall of 2001 and we began to unpack the collections that had been boxed. The terrorist attacks of 9/11/01 and the resulting 2-year downturn in the economy of the State of Washington resulted in the loss of 8 staff positions at a time when the Museum opened a new facility while undertaking ambitious new programs. The Museum found itself unable to complete the unpacking, processing, record updating and evaluation of the core elements of the American Indian collection, a task necessary for the collection to be used to develop a comprehensive American Indian Exhibit to meet one of the Museum's most important strategic goals. This project is designed around the necessary activities of unpacking, storing, updating records and obtaining images for the core American Indian collections of the Museum.

Since the merger of the MONAC collection with the EWSHS/MAC collection in 1991, and the subsequent moves of the merged collections off-site to accommodate new construction, most of the objects in the collection have been housed in storage containers for over 10 years. The 3,000+ boxes of packed American Indian objects must be unpacked and properly stored by cultural group and their locations inputted into the Society's collection management system (ARGUS). The new collection storage area for the American Indian Collection is blessed with a compact shelf storage system that is adequate to store all objects in our collection and allows 20% additional space for growth. 12,575 North American Indian objects will be removed from their boxes, and placed on shelves that are padded with ethafoam that is wrapped in washed unbleached muslin. The 17,000 historical photographs that have not been processed will be cataloged in ARGUS and stored in acid free folders in the Museums Joel E. Ferris Research Library and Archives storage facility. All collections (objects and images) are stored in climate controlled storage areas with limited access under security controls. The EWSHS/MAC will then undertake records matching between MONAC and EWSHS/MAC paper records, digital photography/scanning and information/photograph pairing and key-word search development for historical photographs and the object collection. Basic catalog information for objects and photographs exist on paper but have not been matched with each object. The end product will be a completely cataloged and accessible core North American Indian collection of 12,575 objects and 17,000 historical photographs. The end use of the information developed by this project will be its ability to be evaluated by Cultural Elders, Scholars and the general community either at the Museum or on-line via an accessible database catalog with images. The project will be sustained by additional State of Washington appropriations, fund raising and other Federal grants that will allow outside evaluators to look at each object/historical photograph and their accompanying image/data to begin to develop themes to be used in our comprehensive American Indian exhibit and also to provide the public with on-line access. Though on-line access is itself not part of this project, the funding and completion of this project will leave the Museum at the point where on-line access can be developed as time and budget allow.

Project activities include the following steps:

1. Review of Plans to ensure smooth project launch. Staff will review plans, procedures, job descriptions and technology in light of new information. Purchasing equipment and marshalling internal resources will also occur during this time.
2. Hiring of four part-time Museum Assistants and one Library Assistant (See Job Descriptions/Resumes). The EWSHS/MAC is committed to encouraging qualified American Indian candidates to apply for these positions and is working with local tribal officials to identify potential applicants. (Two of our current American Indian employees started at the Museum in similar temporary, part time positions.
3. Training of Staff to meet the policies, procedures and activities necessary for project completion. New staff will undergo 20 hours of training as well as an additional 40 hours of hands-on work under the direct supervision of the Curatorial and IT staff for this project.
4. Unpack collection objects. Create shelf linings and shelf mounts as appropriate. Unpack an estimated 3,000 boxes and place objects on shelves by cultural group. Record locations and update ARGUS catalog system.
5. Historical photograph scanning- Locate and scan photos and objects, update ARGUS records from photo captions and other information in the files for each photograph, attach record to photo, place photo in sleeve and mark as appropriate, return to storage. Use standard lexicon and key words to directly interface with object collections. Rayette Wilder (Librarian for the Northwest History Room of the Spokane Public Library and former EWSHS/MAC Librarian will act as the Data Consultant for the project. She will help staff form the metadata and ensure compatibility with both museum and library needs.
6. Object records review. Match inventories and catalogs from EWSHS and MONAC collections, review donor files. Resolve records discrepancies and reconfigure files for ease of access.
7. Object cataloging. Physical inventory of objects, create data from observation and direct work with the object, entry of data into ARGUS using standard lexicon and key words.
8. Object photographing. Take "like" objects to studio, shoot image, review image, entry of image into ARGUS, attach image to electronic object file in ARGUS.
9. Basic object evaluation. Collection expert will make a general review of the 12,575 objects cataloged and the 17,000 historical photographs to develop a plan for further expert review by a panel of Tribal Elders, Cultural Officers and Scholars. Bill Mercer (resume attached), an expert in American Indian objects/photographs from the Portland Art Museum will act as our review consultant. His role is to evaluate the objects and photographs and to recommend Tribal Elders, Cultural Officers and scholars to make further reviews of the collections after this project is complete.

The project management schedule includes:

1. Quarterly project reviews. Weekly logs will be summarized in a meeting of the curators, Librarian and IT Specialist, the part time staff and any volunteers involved with the project as well as with finance department staff. The Director of the Center for Plateau Studies will develop a written quarterly report (including financial status) of progress and submit it to the Senior Staff of the Museum and CEO for evaluation and review. The report shall contain measurable objectives to determine success.
2. Annual review/Final review. The CEO shall work with the Director of the Plateau Studies Center to develop a written annual report and final report of the project for submission to the Board of Trustees and to IMLS.
3. Final report Project closeout. CEO and Director for Plateau Cultural Studies and Finance Department develop final report based upon annual reports and submit to IMLS within 60 days of project close.

All technology purchased (computers, scanners, software, seat licenses for ARGUS are critical to the success of the project. The Museum cannot afford technology operational expenses (seat licenses and the partial costs of off-site data storage) due to State budget reductions. However, technology purchases are covered under a special technology grant received from the State of Washington that covers the first year of this project.

2) Grant Program Goals

This project meets the Sustaining Cultural Heritage goal of the Museums for America Program of IMLS. The basic purpose of the project is to complete the cataloging and digitization of the Museum's core American Indian collections of 12,575 objects as well as to catalog and digitize 17,000 American Indian historical photographs. The project is the first step to complete a comprehensive American Indian exhibit which is a high priority of the Museum as agreed to by the Board of Trustees (with community input) as part of our approved strategic plan. The project emphasizes collection management activities (unpacking, storing, recording locations, records matching and updating, and photographing) of the 12,000+ objects and 17,000 historical photographs. Specifically the project will:

- Improve knowledge and documentation of the full array of North American Indian Cultural resources encompassed within the collection.
- Enhance access to the core American Indian collections through organization, standardization, and enhanced records for American Indian objects and photographs. The catalog will utilize digital images to promote identification and increased use and appreciation of the resource internally. As the project is completed, it will enable the Museum to provide access to our audience through exhibits, educational programs, and Internet access to our catalog database.
- Develop written guidelines for storage, handling and use of the collection in culturally appropriate ways specific to each cultural group. American Indian staff will develop guidelines as they encounter the objects during the unpacking and shelving process. A flagging system and guidelines for storage, handling and use will be recorded as part of the location records for each object/photograph. For example, certain objects can only be handled by men or by male Indians after proper cleansing ceremonies have been completed. Certain objects of one tribe should not be housed in the same storage shelf unit with objects from another tribe. Some objects must be covered to prevent unauthorized viewing by non-Indian staff.

The entire project supports the development of a comprehensive American Indian exhibit that will be world class and utilize technology to its fullest. The exhibition will present a comprehensive, educational exhibition for tourists, school children and the local community featuring differing perspectives and authentic Indian voices of the accomplishments, cultural heritage, and artistic traditions of the First Peoples.

Project Challenges:

- The museum's collection of American Indian objects is large and has never been stored contiguously to allow comprehensive access or preservation. Much of the collection remains packed in transportation packages from the collection moves associated with the Society's expansion. The cataloging of significant collections received in 1991 has been delayed until the Society had an appropriate space and program structure in which to handle and evaluate the collections comprehensively.
- The records for the MONAC museum collection received in 1991 are poorly organized and complicated by a non-standard ID number system applied inconsistently, leading to a large number of discrepancies and duplicate inventory numbers. Portions of the MONAC photograph collection of (17,000 images) remain unprocessed.
- Little photographic documentation exists for the museum collection as a whole. Less than 1,000 images represent 12,000+ objects and 17,000 historical photographs.
- No preservation work has been completed on the 17,000-image photograph collection.

- The collections must be organized for access to avoid losing the invaluable resource of Tribal Elders who can provide identification and cultural context for objects and photographs. The EWSHS/MAC regularly hosts Tribal Elders from all over the countries that seek to remain in contact with their cultural heritage.

3) How the Project Fits into Strategic Plan and Mission.

In response to visitor demand, the Society's strategic plan (Goal 1, Objective C) calls for the development of a comprehensive American Indian exhibit by June of 2008 in our largest exhibition space (4,500 square feet). Due to scheduling issues related to the Museum's state funding, this date has become unrealistic so we have moved the opening date to June of 2009. This Goal and Objective is one of the highest priorities of the Society. However, the massive nature of the undertaking requires multiple years to complete. During 2005-06 the Society will catalog all relevant items related to the exhibition (our North American Indian collection holdings). During 2007-08 we will have the objects reviewed by a series of academic and tribal experts for identification, authentication and ranking by order of importance academically and culturally. The Society will form an advisory group for this exhibition consisting of Tribal Elders, Tribal Cultural Officers and Academic Scholars from all over the country to provide advice on exhibition development and to set the themes for the exhibition. The result by June 30, 2008 will be a comprehensive exhibition plan that will be implemented during 2008-2009. This exhibition will also positively impact the following Goals and Objectives as highlighted in the Society's Strategic Plan:

- Goal 1, Objective G- Establish an American Indian Classroom. The classroom will directly utilize the research, object identification and work with elders and Cultural Officers that are required to undertake the exhibition which in-turn relies upon the organization and cataloging of the collection.
- Goal 1, Objective J- Place more emphasis on technology for access to programs. The exhibition will have technology components within it such as the use of hand-held PDA devices and audio tours. These devices help visitor's access programs and information developed in researching the collections. In addition, the entire collection will eventually be online and open to access over the web. This project directly relates to the internal organization and cataloging needed to begin to implement this objective.
- Goal 2, Objective A - Reduce the number of collection objects by reviewing each one for relevance. Proper record keeping for the collections will allow us to identify unneeded or damaged collection objects, which can then be donated, traded or sold to care for collections or to add new American Indian objects to the collections to fill gaps that are identified during the evaluation phase. We estimate that 10-15% of the collections are surplus to the Society's needs. This reduces costs and increases collection quality. This project directly fits this objective.
- Goal 2, Objective B- Develop a collecting plan for each major collection within the Museum. The collection plan can be developed only when we know the scope of our existing collections.

This project is an investment in our institution's capacity because you first need to know about your collections before you can utilize them for research, exhibitions and programs. We know from distinguished scholars and Cultural Elders that our collections hold great treasures that are important for the preservation of the cultural identity of North American Indians as well as important windows on Indian culture for non-Indian people. With the cataloging and documentation developed by this project, we will be able to better use the objects for programs and exhibitions. Digitization of these objects and photographs will allow the Museum to begin to build cultural bridges. You cannot develop a collection plan to remove items from the collection or to add new items without knowing what is already in the collection. This project allows the EWSHS/MAC to lay the proper groundwork for the use of this important collection.

4) Strategic Plan: Process and Financial Resources

The Museum's Strategic Plan initially developed from a series of community forums established as part of the capital development activities in preparation for the construction of our new facility. Over 350 community residents were brought together in a series of planning meetings on different topics related to the new museum facility and its programs. After construction was completed in 2001/02, the Board of Trustees and the Museum's management team to develop the new strategic plan used visitor evaluations, focus groups, telephone surveys and other data. The Board held two daylong retreats to develop new vision, mission and value statements and then to review goals and objectives developed by staff based upon external and internal information as outlined above. The planning document itself follows the format required by the State of Washington of all of its agencies. The Museum's strategic plan was formally approved by the Board of Trustees in June of 2004 and forwarded to the State of Washington where it has been recognized as a model plan for a small State Agency.

The plan calls for the development of additional private and State of Washington resources to meet future needs. The Museum has requested increased financial support from the State of Washington to undertake portions of the plan,

specifically those related to the completion of \$400,000 to undertake additional collection design not included in this IMLS grant. The Museum activities outlined in the plan. A grant to NEH for historical photographs (130,000 images in addition to the American Indian images outlined in this grant). The Museum is also raising endowment funds independently of the State to help sustain and expand operations including collection cataloging and exhibition development. In the past year, our endowment has increased from \$300,000 to \$3,400,000 due to fund raising efforts, savings from our Capital Campaign and the receipt of a \$500,000 NEH Challenge Grant. Our long-term goal is to have \$20,000,000 in endowment available to match grants and to sustain its operations but is not able to maintain collections adequately as State funds are used for basic services related to our enlarged operations. The reduction in our State budget allocation by \$300,000 annually in 2003-04 dramatically curtailed any attempt to catalog and process the important part of our American Indian collections that were slated for completion in 2005. This project is our hope to continue on-track with the development of our comprehensive American Indian exhibit.

5) Appropriateness of Project for Institution

This project is of vital importance to the Museum as a whole. Funds are required to unpack, inventory and catalog the North American Indian collections so these objects and photographs can be used by the Museum for exhibition and program purposes. With this project, the Museum can make the information and images of these objects and photographs available to the broader public. The Museum serves a relatively isolated population of 1,500,000 in a four-State/two-province area covering Eastern Washington, North Idaho, Western Montana, Northeastern Oregon, Canadian Province area covering Eastern Washington, Alberta. The population is 92% White, 2% American Indian, 2% Asian, Southeastern British Columbia and Southwest Alberta. The population is 92% White, 2% American Indian, 2% Asian, 2% Hispanic and 1.5% Black. We are the largest museum located between Seattle and Minneapolis (West to East) and Portland and Calgary (South to North).

- Installation of the comprehensive American Indian Collection. Lack of such content is the most common One third of customer comments in the past two and one half years have requested additional exhibits and complaint received from visitors or in membership surveys. Developing an exhibition that will satisfy customer expectations will help drive increased attendance and thus attendance related revenues for admissions, store sales, cafe revenue and other activities such as fee based programming is an important financial goal as well.
- Objects that have been held in the museum will become accessible to scholars and researchers because they will be properly identified, cataloged and photographed for the first time. This will allow the Society to place them on our Website. This will increase research requests, which will in turn generate more dollars in the form of duplication and use fees. The 1,000 images currently available on the web via the University of Washington website consistently generates 500 research requests and the demand for additional images.
- Tribal relations will improve due to the inclusion of more Tribal Elders in the process. Relationships with Tribal Elders and cultural officers outside of our immediate area (Eastern Washington where we have excellent relationships with the Plateau Tribes) will be strengthened and will provide for more inclusive programs and activities for the future.
- Educational programs will be enhanced due to the use of the catalog information to support educational programs for children, adults and families. Opportunities will be created for repeat gallery visits, in-depth research opportunities, stronger curriculum, extended pre- and post-visit activities, and extended museum activity programs.

6) Project Resources: Time and Budget

The project is scheduled to take two full years (2005-2007). It is estimated that it will take:
 1,000 Hours to unpack, shelve and re-label locations for 12,575 objects (12,575 X 8 min/ea)
 6,000 Hours to catalog and photograph each object (12,575 X 30 min/ea)
 2,900 Hours to catalog and scan 17,000 images (17,000 X 10 min/ea)
 100 Hours of training (20 hours per employee)

The Museum has 35 FTE staff and a payroll of \$1,600,000. It has a full time Director of Operations who acts as the Personnel Officer. The Museum has extensive experience managing part time and volunteer staff. Currently the organization employees 12 part time staff, 5 interns/work study students and 200 volunteers who work in all aspects of the EWSHS/MAC's activities. The work project is exactly what we do now when we catalog and digitize an object/photograph in the collections. Unfortunately, we have never been able to employ all the staff necessary to make a

comprehensive American Indian exhibit. We requested an additional \$400,000 to undertake additional collection design not included in this IMLS grant. The Museum activities outlined in the plan. A grant to NEH for historical photographs (130,000 images in addition to the American Indian images outlined in this grant). The Museum is also raising endowment funds independently of the State to help sustain and expand operations including collection cataloging and exhibition development. In the past year, our endowment has increased from \$300,000 to \$3,400,000 due to fund raising efforts, savings from our Capital Campaign and the receipt of a \$500,000 NEH Challenge Grant. Our long-term goal is to have \$20,000,000 in endowment available to match grants and to sustain its operations but is not able to maintain collections adequately as State funds are used for basic services related to our enlarged operations. The reduction in our State budget allocation by \$300,000 annually in 2003-04 dramatically curtailed any attempt to catalog and process the important part of our American Indian collections that were slated for completion in 2005. This project is our hope to continue on-track with the development of our comprehensive American Indian exhibit.

Audience

as a whole. Funds are required to unpack, inventory and catalog the objects and photographs can be used by the Museum for exhibition and program purposes. With this project, the Museum can make the information and images of these objects and photographs available to the broader public. The Museum serves a relatively isolated population of 1,500,000 in a four-State/two-province area covering Eastern Washington, North Idaho, Western Montana, Northeastern Oregon, Canadian Province area covering Eastern Washington, Alberta. The population is 92% White, 2% American Indian, 2% Asian, Southeastern British Columbia and Southwest Alberta. The population is 92% White, 2% American Indian, 2% Asian, 2% Hispanic and 1.5% Black. We are the largest museum located between Seattle and Minneapolis (West to East) and Portland and Calgary (South to North).

an Indian exhibit is directly related to improving customer satisfaction. In the past two and one half years have requested additional exhibits and membership surveys. Developing an exhibition that will satisfy customer expectations will help drive increased attendance and thus attendance related revenues for admissions, store sales, cafe revenue and other activities such as fee based programming is an important financial goal as well. The exhibit will become accessible to scholars and researchers because they will be properly identified, cataloged and photographed for the first time. This will allow the Society to place them on our Website. This will increase research requests, which will in turn generate more dollars in the form of duplication and use fees. The 1,000 images currently available on the web via the University of Washington website consistently generates 500 research requests and the demand for additional images. The inclusion of more Tribal Elders in the process. Relationships with Tribal Elders and cultural officers outside of our immediate area (Eastern Washington where we have excellent relationships with the Plateau Tribes) will be strengthened and will provide for more inclusive programs and activities for the future. Educational programs will be enhanced due to the use of the catalog information to support educational programs for children, adults and families. Opportunities will be created for repeat gallery visits, in-depth research opportunities, stronger curriculum, extended pre- and post-visit activities, and extended museum activity programs.

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significant "dent" in the American Indian material to be cataloged. We will recruit 2-4 additional volunteers/work study students/interns to help with this work. These individuals will work side-by-side with the full time and part time employees identified in this project. We expect that time committed by the non-staff workers will provide 1,000 hours per year to the project.

The Museum has chosen to employ part time (19 hour per week employees) in order to have schedule flexibility and to employ a "team approach" to the project. Part time employees are not paid full benefits that are estimated to be 45% of salary under the State of Washington benefit system projected to 2007. We can gain an additional \$50,000 over the two years of the project that translates into 2,000 additional hours of work on the project by employing part time staff. Almost all of the IMLS grant funds will be used to employ five part time Museum Curatorial and/or Library Assistants. These individuals might be termed entry-level curators in a non-state system. All will have some college education and many will be American Indians. The Museum is noted for its training of entry-level American Indian staff. The balance of the budget is used for off-site data storage charges, a metadata consultant, collections evaluator and direct supplies for the project. IMLS funded employees will be supervised by museum paid staff with professional expertise in their field. These staff include the Curator of Collections, Librarian (Curator of Special Collections) Curator of American Indian Collections, IT Specialist and the Director of the Center for Plateau Cultural Studies. The day-to day supervision of the project will fall to the Curators enumerated above.

7) Project Resources: Personnel and Technology

Michael Holloman- Project Director- is Director for the Center for Plateau Cultural Studies. He holds two advanced degrees and has extensive teaching and grants administration work experience. He has worked at the EWSHS/MAC for 2 years and is an enrolled member of the Confederated Tribes of the Colville Reservation. Laura Thayer- 13-year collection management and curatorial experience. Currently undertakes cataloging and digitization with discipline curators. Her role will be that of Project Supervisor to oversee the project and help the American Indian Curator and Librarian plan and supervise the Project funded staff.

Tisa Matheson- Curator of American Indian Collections, 3 years collection management and curatorial experience. Her role will be to directly supervise project-funded staff in unpacking, cataloging and photographing the 12,000+ North American Indian objects. The actual work done by Project staff is work she actually does now along with many other duties.

Rose Krause- Librarian (Curator of Special Collections), 2 years experience. She will supervise the Library Assistant who will do work Rose actually does now along with many other duties.

Peter Turner- IT Specialist, 15 years experience. Peter is responsible for the maintenance and upgrading of all technology systems. He has state of Washington and private enterprise experience in hardware and software. He will ensure adequate data links, workstations and uploading to off-site storage.

Museum Assistant/Library Assistant- These positions are full State of Washington civil service positions with complete job descriptions and evaluative tools. These employees must know how to use a camera, undertake basic computer work, type with adequate speed and accuracy, be methodical and detail oriented. Museum experience is a plus but not required.

Senior Staff- The EWSHS/MAC Senior Staff includes six individuals who together have over 70 years of museum experience. The Senior Staff works closely with the Project Director to ensure that all activities stated in the grant application are completed in time and within budget.

The Museum has a Hewlett-Packard server that will be moderately upgraded as part of this project and an extensive data infrastructure (see attachments). We will store most of the data off-site at a hosted website due to the eventual large amounts of storage space required for the hosting of digital images. We are negotiating with Washington State University and the State of Washington's new Digital Archive facility to host our images as we produce them. These institutions have offered space to hold all of our digital images and to provide the data with perpetual care for a modest monthly charge. We are currently negotiating for the best hosting arrangement. The Museum has extensive experience with websites and digital imaging. Our People of the Rivers website www.peopleoftheriver.org has received federal funding via direct appropriation and our main Museum website www.northwestmuseum.org is award winning. The Museum will supply computer workstations and a high-resolution digital camera (Canon EOS1) as part of this grant.

Project Budget Form

SECTION 1: SUMMARY BUDGET

Name of Applicant Organization Eastern WA State Historical Society/Northwest Museum of Arts & Culture

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

DIRECT COSTS

	IMLS	Applicant	Total
SALARIES & WAGES	<u>112,500</u>	<u>150,904</u>	<u>263,404</u>
FRINGE BENEFITS	<u>11,250</u>	<u>61,156</u>	<u>72,406</u>
CONSULTANT FEES	<u>4,000</u>	<u>1,500</u>	<u>5,500</u>
TRAVEL	<u>600</u>	<u>1,000</u>	<u>1,600</u>
MATERIALS, SUPPLIES & EQUIPMENT	<u>0</u>	<u>11,000</u>	<u>11,000</u>
SERVICES	<u>4,800</u>	<u>5,890</u>	<u>10,690</u>
OTHER	<u>0</u>	<u>4,000</u>	<u>4,000</u>
TOTAL DIRECT COSTS	\$ <u>133,150</u>	\$ <u>235,450</u>	\$ <u>368,600</u>
INDIRECT COSTS	\$ <u>13,314</u>	\$ <u>0</u>	\$ <u>13,314</u>

TOTAL PROJECT COSTS \$ 381,914

AMOUNT OF CASH-MATCH \$ 220,450

AMOUNT OF IN-KIND CONTRIBUTIONS \$ 15,000

TOTAL AMOUNT OF MATCH (CASH & IN-KIND CONTRIBUTIONS) \$ 235,450

AMOUNT REQUESTED FROM IMLS, INCLUDING INDIRECT COSTS \$ 146,464

PERCENTAGE OF TOTAL PROJECT COSTS REQUESTED FROM IMLS 38 %
(MAY NOT EXCEED 50%)

Have you received or requested funds for any of these project activities from another federal agency?
(Please check one) ☐ Yes ☒ No

If yes, name of agency _____

Request/Award amount _____

Project Budget Form

SECTION 2: DETAILED BUDGET

Year ☒ 1 ☐ 2 ☐ 3 - Budget Period from 07 / 01 / 05 to 06 / 30 / 06

Name of Applicant Organization Eastern WA State Historical Society/Northwest Museum of Arts & Culture

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	50%x42,588/yr	0	21,294	21,294
<u>[REDACTED]</u>	(1)	50%x42,588/yr	0	21,294	21,294
<u>[REDACTED]</u>	(1)	50%x32,000/yr	0	16,000	16,000
See Attached	()		0	16,864	16,864
TOTAL SALARIES AND WAGES \$			0	75,452	75,452

SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(4)	4x12.50/hr/900 hrs/yr	45,000	0	45,000
<u>[REDACTED]</u>	(1)	1x12.50/hr/900 hrs/yr	11,250	0	11,250
<u> </u>	()				
<u> </u>	()				
TOTAL SALARIES AND WAGES \$			56,250	0	56,250

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
45% (F/T Emp)	% of \$	67,952	0	30,578	30,578
10% (P/T Emp)	% of \$	56,250	5,625	0	5,625
<u> </u>	% of \$				
TOTAL FRINGE BENEFITS \$			5,625	30,578	36,203

CONSULTANT FEES

NAME/TITLE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	300/day	5	750	750	1,500
<u>[REDACTED]</u>	25/Hourly	100	2,000	0	2,000
<u> </u>					
<u> </u>					
TOTAL CONSULTANT FEES \$			2,750	750	3,500

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
PDX to GEG	(1) (5)	600	200	300	500	800
<u> </u>	() ()					
<u> </u>	() ()					
<u> </u>	() ()					
TOTAL TRAVEL COSTS \$				300	500	800

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2005 IMLS Museum for America Grants

Application Form **5.7**

Project Budget Form

Section 1: Detailed Budget

Year ☒1 ☐2 ☐3 - Budget Period from 07//01/05 to 06/30/06

Salaries and Wages (Permanent Staff)

Name/Title	No.	Method of Computation	IMLS	Applicant	Total
[REDACTED]	1	10%x51,583/yr	0	5,158	5,158
[REDACTED]	1	10%x42,069/yr	0	4,206	4,206
[REDACTED]	1	1,000 hrs x 7.50/hr	0	7,500	7,500
				16,864	16,864

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

 Year ☒ 1 ☐ 2 ☐ 3

MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Computer Workstations	2x2,500	0	5,000	5,000
Scanner & Software	2x1,000	0	2,000	2,000
See Attached		0	4,000	4,000
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		0	11,000	11,000

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Telephone	Avg per mo \$45x12	0	545	545
Offsite Data Storage	400/mo x 12 mo	2,400	2,400	4,800
TOTAL SERVICES COSTS \$		2,400	2,945	5,345

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Comp Catalog License:	2x1,000 per seat	0	2,000	2,000
TOTAL OTHER COSTS \$		0	2,000	2,000

TOTAL DIRECT PROJECT COSTS \$	67,325	123,225	190,550
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INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

10 % of \$ 67,325 = \$ 6,732

IMLS Applicant

Total

C. Total Indirect Costs

\$ 6,732 \$ 0

\$ 6,732

(continued from previous page)

2005 IMLS Museum for America Grants

Application Form **5.8**

Project Budget Form

Section 1: Detailed Budget

Year ☒1 ☐2 ☐3 - Budget Period from 07//01/05 to 06/30/06

Materials, Supplies and Equipment

Name/Type of Cons.	Method of Cost Computation	IMLS	Applicant	Total
Ethafoam & Muslin	Actual Cost	0	2,000	2,000
Canon EOS1 Camera	Actual Cost	0	2,000	2,000
		0	4,000	4,000

(totals included on previous page)

Project Budget Form

SECTION 2: DETAILED BUDGET

Year ☐ 1 ☒ 2 ☐ 3 - Budget Period from 07 / 01 / 06 to 06 / 30 / 07

Name of Applicant Organization Eastern WA State Historical Society/Northwest Museum of Arts & Culture

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	50%x42,588/yr	0	21,294	21,294
<u>[REDACTED]</u>	(1)	50%x42,588/yr	0	21,294	21,294
<u>[REDACTED]</u>	(1)	50%x32,000/yr	0	16,000	16,000
See Attached	()		0	16,864	16,864
TOTAL SALARIES AND WAGES \$			0	75,452	75,452

SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(4)	4x12.50/hr/900 hrs/yr	45,000	0	45,000
<u>[REDACTED]</u>	(1)	1x12.50/hr/900 hrs/yr	11,250	0	11,250
<u> </u>	()				
<u> </u>	()				
TOTAL SALARIES AND WAGES \$			56,250	0	56,250

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
45% (F/T Emp)	% of \$	67,952	0	30,578	30,578
10% (P/T Emp)	% of \$	56,250	5,625	0	5,625
	% of \$				
TOTAL FRINGE BENEFITS \$			5,625	30,578	36,203

CONSULTANT FEES

NAME/TITLE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	300/day	5	750	750	1,500
<u>[REDACTED]</u>	25/Hourly	16	500	0	500
<u> </u>					
<u> </u>					
TOTAL CONSULTANT FEES \$			1,250	750	2,000

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
PDX to GEG	(1) (5)	600	200	300	500	800
<u> </u>	() ()					
<u> </u>	() ()					
<u> </u>	() ()					
TOTAL TRAVEL COSTS \$				300	500	800

(Continued from previous page)

2005 Museums for America Grants

Application Form **5.7**

Project Budget Form

Section 2: Detailed Budget Form

Year ☐ 1 ☒ 2 ☐ 3 - Budget Period from 07/01/06 to 06/30/07

Salaries and Wages (Permanent Staff)

Name/Title	No.	Method of Computation	IMLS	Applicant	Total
[REDACTED]	1	10%x51,583/yr	0	5,158	5,158
[REDACTED]	1	10%x42,069/yr	0	4,206	4,206
[REDACTED]		1,000 hrs x 7.50/hr	0	7,500	7,500
				16,864	16,864

(totals included on previous page)

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

Year ☐ 1 ☒ 2 ☐ 3**MATERIALS, SUPPLIES AND EQUIPMENT**

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		<u>0</u>	<u>0</u>	<u>0</u>

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Telephone	Avg per mo \$45x12	<u>0</u>	<u>545</u>	<u>545</u>
Offsite Data Storage	400/mo x 12 mo	<u>2,400</u>	<u>2,400</u>	<u>4,800</u>
_____	_____	_____	_____	_____
TOTAL SERVICES COSTS \$		<u>2,400</u>	<u>2,945</u>	<u>5,345</u>

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Comp Catalog Licenses	2x1,000 per seat	<u>0</u>	<u>2,000</u>	<u>2,000</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
TOTAL OTHER COSTS \$		<u>0</u>	<u>2,000</u>	<u>2,000</u>

TOTAL DIRECT PROJECT COSTS \$	<u>65,825</u>	<u>112,225</u>	<u>178,050</u>
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INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
- ☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration _____

Date of Agreement _____

Rate base Amount(s)

10 % of \$ 65,825 = \$ 6,582

	IMLS	Applicant	Total
C. Total Indirect Costs	\$ <u>6,582</u>	\$ <u>0</u>	\$ <u>6,582</u>

Budget Justification

Staff

The Staff to be hired for this project are 4 Museum Assistants and a Library Assistant. These job titles fit the same classification of employee under the State Civil Service Rules. This class of employee generally does detail work under supervision and needs to possess good skill levels. We will customize their job descriptions after the Project is approved to place emphasis on computer skills and photography skills. The rate of pay is set by the State Civil Service rules. We have elected to report their wages as the average of the two years of the Project. Existing Staff on this project each have skills necessary to do the work we will be hiring Project staff to do. Each is knowledgeable in their area of expertise. The Curatorial Staff has committed 50% of their time during this project to ensure that the work done is completed accurately and on schedule. Their salaries and benefits are set by the State of Washington. We have elected to report their salaries as the average of the projected two years of salaries for the two years of the Project.

Museum and Library Assistants- Undertake the hands-on work of the project. They will un-box and shelf objects and record data in the ARGUS collection management system. They will stage objects for photography and handle the lighting and camera work. The Library Assistant will scan images and process photographs.

Project Director- Oversees all aspects of the project and works with all Project staff. Interfaces with CEO and Senior Staff. Interfaces with American Indian Cultural Council and all American Indian Tribal members seeking access to the collections and images.

Curators/Librarian- Act as the supervisors for the Project and directly work with Project temporary/volunteer staff. Curators also work with all aspects of the project in conjunction with temporary staff.

Information Tech- Works with Curators and Project Director on setting up the technical aspects of the process and ensures that network can support this project. Ensures that the off-site data storage activities are compatible with the needs and that they are easy to maintain. Helps train temporary staff on aspects of computer usage and the network.

Volunteer/Interns/Work Study Students- Work with each Curator and the temporary staff on all aspects of the project after they are trained.

Equipment

EWSHS/MAC purchases all supplies and equipment under contract through the State of Washington Purchasing System and follows all policies and guidelines to make any purchase. The equipment specified matches existing equipment and our existing systems. Computer license fees are used to obtain two additional licenses to use ARGUS during the Project. Off-site data storage will be done through an agreement (to be determined) with either Washington State University or The State Digital Archives. Both are located near the EWSHS/MAC and both are State Agencies like us. The EWSHS/MAC has formal memorandums of agreement to conduct cooperative activities with both agencies.

Consultants

██████████ will conduct general evaluations of the objects and photographs. He has an on-going relationship with EWSHS/MAC and is in a position to use his extensive contact network to develop the formal collection evaluation plan for the assessing the objects and photographs. ██████████ will travel to Spokane twice and will review books of completed records with attached photographs to develop a rationale to assess the collections in preparation for the comprehensive American Indian exhibition. He generally charges \$300 per day.

██████████ is the former Librarian for EWSHS/MAC and moved to the public library only in September of 2004. She is knowledgeable of our collections and an expert on metadata and the setting up of lexicons/control word files. She charges \$25 per hour for consulting.

5. Describe 1) the delivery medium that will be used and 2) the digital access management system or systems that will be used to make this material available to others. Delivery medium will consist of a full screen file accessed via the ARGUS Collection Management System. A web module for ARGUS will allow eventual access for the data.
6. Describe the quality control plan: Quality control will be maintained by the Curator of Collections who will train staff and then run daily (first month only) and then weekly sampling checks to ensure that procedures and techniques for data capture are followed. A weekly log and quarterly reports will be completed.
7. Estimate cost per image. Include costs such as scanning, quality control and indexing. Indicate the basis for calculation: \$4.95 per image (salaries, equipment, object handling).
8. Explain how content will be discovered through metadata, including which standards you will use (e.g., MARC, EAD, Dublin Core): Indexing will be part of the cataloging process. We will key word/subject headings from LCSH. All work will be Dublin Core compatible with 13 data field.
9. Describe plans for preservation and maintenance of the digital files during and after the expiration of the grant period (i.e., storage systems, migration plans, and funding): Digital files will be stored off-site by the WA State Digital Archives or the library at WA State Univ. Both have agreed to host our data within existing agreements. They will maintain the data. Museum staff will update data on Argus as it becomes available.
10. If you are producing collection-level records, describe plans for submitting collection-level descriptive records to a bibliographic utility, such as Research Libraries Information Network (RLIN) or Online Computer Library Center (OCLC): Cataloging will be in OCLC as the museum is a member.
11. Describe plans for submitting information about the project to a national level registry of digital resources, such as the Association of Research Libraries' Digital Initiatives Database (<http://www.arl.org/did/>) or OCLC's Cooperative Online Resource Catalog (<http://www.oclc.org/corc/>): Information will be entered with OCLC and made available on their First Search database.
12. Provide URL(s) for applicant's previously-digitized collections: www.peopleoftherivers.org